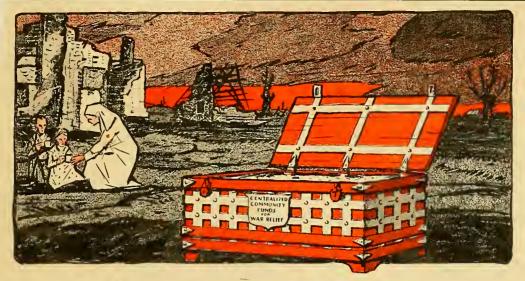
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# How to Run a War Chest Campaign

THIS FOLDER EXPLAINS how the War Chest Plan reduces operating expenses and great effort by combining the several War-fund Campaigns into one campaign—tells how to organize effective committees—how to systematize the work and simplify the records—how to put the plan over with the community. One of a series of helpful publications on business management issued by our "Y and E" System Planning Service

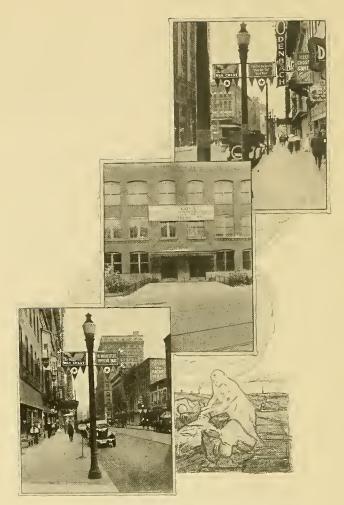
## YAWMAN AND FRBE MFG. (0.

Makers of "Y and E" Record Forms, Indexing Systems, Filing Equipment ROCHESTER, N. Y.

Branches and other representatives elsewhere



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A few views taken around Rochester during the War Chest campaign.

All lamp posts and many buildings were placarded.

©CLA501608

1658

## How to Run a War Chest Campaign

The Plan. The Organization
The Equipment. The Actual Work

THE War Chest is a community fund raised at one time, out of which will be given all the city's war reliefs—such as Red Cross, Y. M. C. A., Knights of Columbus, Jewish War Relief, Salvation Army, etc.; in some cases it includes local hospitals and other public charities. The War Chest does away with the large number of soliciting campaigns previously found necessary, and through the publicity given equalizes the proportionate sharing of the responsibility of support for these organizations. Although the plan is new, a number of cities, counties and villages have already tried it with complete success. For the benefit of other cities, we publish this folder, showing the best information on the subject as yet available.

We are prepared to furnish at moderate prices "Y and E" record-

filing equipment or record forms, cards, etc., for War Chest Campaigns either as shown here or of special design. Special advisory service will be gladly given without charge, and to the best of our ability.









#### How to Plan the Organization

The War Chest as a plan for a community is a very recent development. The idea upon which it is based is a combination of war subscription campaigns. Practically every community in the United States has been obliged to conduct numerous campaigns since the war began for money-raising purposes for the Y. M. C. A., Y. W. C. A., Red Cross, Knights of Columbus, Jewish War Relief, etc., etc.

These campaigns have always been institutional; that is, the management and interest of the campaign has had to do with the particular institution for which the campaign was conducted.

A War Chest is a pooling of institutional interests by enlisting all the agencies of a community for one purpose and uniting them into one big organization. Any plan, therefore, for the system or record-keeping side of the War Chest campaign must be bigger and broader than any plan used for any of the single activities.

The War Chest comprehends every member of the community. It is as general in its scope and purposes as any public utility. The very first step, therefore, in the launching of a War Chest Campaign is an organization chart which will provide a space for every phase of the community's business, social and industrial life. Fig. 1 shows a chart of the organization.

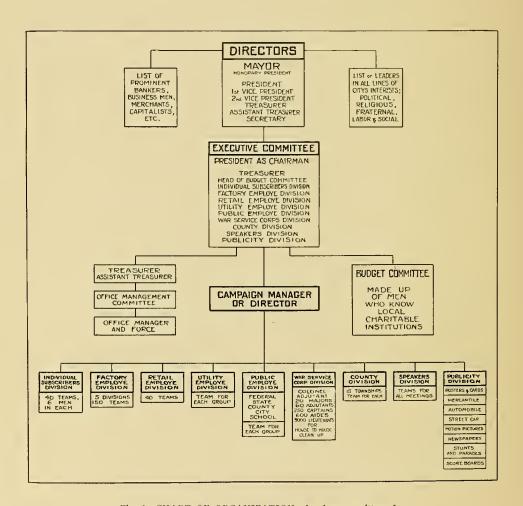


Fig. 1—CHART OF ORGANIZATION, showing committees for handling individual subscriptions, industrial plants, public utilities and employees, retail stores, fire and police departments, etc. This outline may safely be used for any city's War Chest Campaign.



## Selecting Headquarters—Organizing the Office Force

Just as soon as the War Chest General Committee has been named and the Campaign Manager and Office Manager selected, the first problem is the selection of headquarters—an office of suitable size, centrally located, accessible to the public. This is very important.

If possible, the office should be on the street floor, near the very heart of the community. During campaign week the working force of the office may be transferred to some big center of the city's life, such as the Chamber of Commerce office, Convention Hall, or one of the local theatres, where the crowd of campaign workers can be assembled for reports and inspirational addresses.

The War Chest organization means a permanent office force, which naturally would be somewhat augmented as to members during the campaign week, but which would comprise during the rest of the year a staff of people about as follows:

Office Manager.

Telephone Girl and Information Clerk.

Secretary for Office Manager.

Assistant Manager in Charge of Typists and Clerks,

Typists for Checking Lists.

Typists for Posting Ledger Cards.

Bookkeeper for Keeping General Accounts and

Acting as Assistant to Treasurer.

Cashier for Taking in Payments.

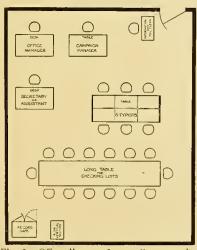


Fig. 2. Office diagram for small community.

The office manager should be provided with a separate room which can be occupied by himself, secretary and perhaps the assistant office manager. The Campaign Manager will, of course, have to be located in this room.

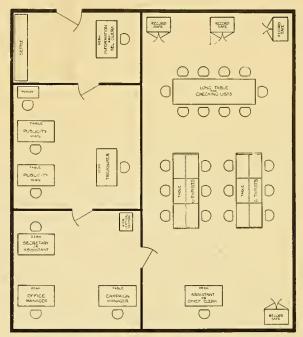


Fig. 3. Office diagram for large community.

Another large room is required where the corps of typists and clerks will have plenty of room to work on the card lists.

If possible, the telephone operator and information clerk should occupy a position at the entrance to the office so that all callers may be properly directed to the persons they wish to see, and those having no legitimate business can be courteously handled and sent away. Fig. 2 is a chart representing an ideal office layout for a small War Chest organization. Fig. 3 represents a more complete layout for a larger community.

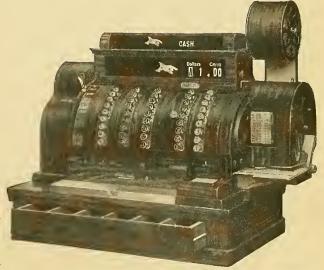


Fig. 4. The Cash Register, for handling and receipting incoming cash.



A third room should be provided for the cashier and bookkeeper. It is very desirable that the cashier be housed in a cage similar in style to that used by a bank teller, provided with window and suitable railing so a crowd of people can be handled most effectively during busy hours. The use of a cash register for rapidly handling incoming cash and automatically providing a receipt is very desirable. Fig. 4 shows a cash register specially designed by the National Cash Register Co. for the use of War Chest Offices.

Forms of these two cards are shown in Figs. 6 and 7 respectively.

A better plan than this is the use of a combined prospect and pledge card. (Fig. 8.)

When ready to compile the prospect list, the first step is to get from the Red Cross, Y. M. C. A., Y. W. C. A., Knights of Columbus, and all other organizations which become part of the War Chest Association, to bring to the association office their subscription lists.

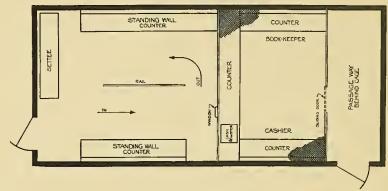


Fig. 5. Plan of Cashier's Cage.

In larger cities the War Chest cashiers use two and sometimes three specially designed cash registers. The cage should be large enough so that the bookkeeper and the general books can be handled therein.

Fig. 5 is a suggested arrangement for a cashier's cage for a small War Chest organization.

For a larger organization the arrangement could be doubled, by having two cages like the one shown, both in the same room and arranged side by side.

# Compiling and Using the List of Prospective Donors and Expected Pledges

Many communities have followed the plan of using a 5x3 card for compiling prospects, and a separate card for taking pledges or subscriptions.

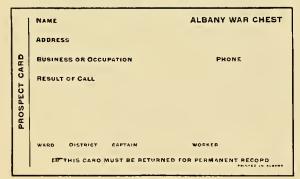


Fig. 6. Prospect's card (See also Fig. 8).

In most communities the Red Cross list is the most representative and extensive. Taking this list as a starter, one prospect card should be made out for each name therein. By all means have these prospect cards typewritten. A typewritten record will be very much more legible.

In every War Chest Campaign the teams handling the lists of individual subscribers should make their solicitations at the place of business except where an individual specifically requests that he be called on at home at night. In writing up the prospect cards, therefore, it is advisable to list the prospect's business address, as follows:

Henry P. Clarkson,
143 Prospect St.,
Dept. Mgr., Barlow Mfg. Co.
The above street address always means the busi-

Name	Index No
Address	
Obtained by	Team No
Cash enclosed herewith \$	
I hereby sultal as a member of the Corning and Lagree to pay, from Ju-7, 1, 1918 to July 1, 1918 could 1, 1918 to July 1, 1918 could 1, 1918 to July 1, 1918 could 1, 1918	to Parley W, Wheat, Trensurer, or his suc- dollars.  said Association to expend my subscription sabest, sance n advance t this enlarment, shall become due July 1, 1918
SIGNATURE	

Fig. 7. Pledge card (See also Fig. 8).

### Yawman and Erbe Mfg. Co., Rochester, N. Y.



			. 1				
	Charles R.Lombard, 201 Andrews St, Middletown Electric Co. (Constants about this liet)	\$ 36.00 \$ 36.00					\$ 5.00 \$ 13.00
17. John No.	As an evidence of my patriotesm and devotion to the moral and financial interest in the objects and aims of the Recents?  FUNC, Isc., and in consideration of the subscriptions of others,  I promise to pay the sum of the subscription of others,  from June I, 1918. I hereby authorize my cumploser to set the The first payment to be made on July 1, 1918 to the Treasurer		land 141	As an evidence of my patriotism and devotion to the cause of my country and my			
subscription obtained by	Tea	Dept. Mgr.  As an evidence of my pat moral and financial interest in the o Funo, Inc. and in consideration of  I promise to pay the for one year from June 1, 1918. T  of the ROCHESTER PATRIOTIC AND  Signature  Business Address	bjects and aims e the subscription sum of the first payment COMMUNITY Ft	e Ave.,  Fig. Co.  rotion to the of the Roche  as of others,  Dollars  t to be made  JND, INC,	496 \$75.00  cause of my country and my ster Paratoric and Community  CENTS OOOD  per Month	Home address Col. jany or Va.	Livery Telephone  Livery Telephone  Livery Control Telephone  Livery C
	n	"Y AND E" ROCHESTER, N. Y. 416 UTEST					

Fig. 8. Combination prospect and pledge cards. Three varieties are shown—employees' monthly pledge card, employees' weekly pledge card, and card for general use (center). Where the company has several employee donors, the pledges can be deducted from the wages and paid in a lump sun, to the War Chest treasurer, as explained in the text matter.

ness address. There is space at the bottom of the card for the prospect to add his home address if he cares to do so.

Referring to the illustration of Form 8, you will note three small squares at the top left hand side of the card. These spaces are provided for checking purposes. After a name has been checked against three different lists it will generally be found to be accurate. The three spaces in the upper right hand corner of the card are to be used as follows:

First space provides for a consecutive number. In many War Chest Campaigns it has been advisable to number the cards consecutively so when they are listed in sheets for the daily reports of the team captains there will be a convenient way of checking them.

Second space is for a pencil memorandum of the amount of money the prospect has pledged to other causes during previous years. In checking against the Red Cross list, Y. M. C. A. list and others, you will be able to know just what amount of money the prospect has given to other causes. This should be noted in pencil. Immediately following the pencil figures can be another notation as to the amount the prospect is expected to give to the War Chest.

Third space is for writing in the yearly amount actually given to the War Chest.

After the Red Cross list has been transcribed on to Form 3 cards, the next largest list should be taken—generally the Y. M. C. A. list—and checked against the War Chest list, making out new cards for all names not found therein, and noting on the cards in the upper right hand corner the amount of the Y. M. C. A. subscription.

The same procedure will be followed in transcribing the Y. W. C. A. list, Knights of Columbus and the other organizations. When you have reached this point, the War Chest list may be said to be fairly started on its way toward completion.

In the city of Rochester, N. Y., during campaign week, a variety of colored pledge cards were used as follows:

Individual sales—buff.

Factory employees—fawn.

Retail stores-salmon.

Utility employees-cherry.

Public Service employees-blue.

War Service Corps-white.

County towns-buff.

Some of these cards are printed for weekly pledges and some for monthly. In the case of the cards for the stores and industrial employees, each one bears a line authorizing the employer to make the weekly or monthly deduction.



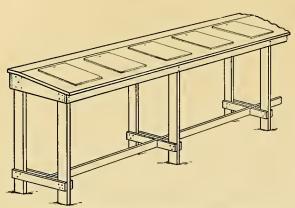


Fig. 9. Chart of counter for placarding the prospect lists during the annual campaigns.

At this point a committee should be required to solicit every business, social, industrial and religious organization in the community, copies of their directories and lists of membership. Every name from every available source—the lists of directors of banks, business corporations, societies, even the lists of taxpayers, registration lists of voters, telephone and city directories—should be scrutinized carefully to make sure that every individual in the community is included.

When the prospect list is completed, the cards should be grouped by districts. Some cities have followed the plan of arranging the cards by wards and election districts; others have charted the city into arbitrary sections and grouped the cards by streets.

The cards are then ready to be handed out to the teams of workers.

Each group of cards should be typewritten on sheets of paper in original and duplicate so, that in case of lost cards a record remains. These various lists must be marked with the names of the teams and posted on a long counter; then, as the captains of the teams report from day to day, the names can be checked off, and the amounts subscribed set down and totalled. The plan of counter for placarding the lists is suggested in Fig. 9.

### Provision for Reaching Different Groups of People in the Community

The single underlying idea of the War Chest is that every individual in a community will be asked to pledge a certain amount of money out of his salary or wages per month or per week. The yearly amount of the pledge must not be featured during the solicitation for funds. The yearly amount of the pledge is only taken into consideration when the reports are received.

A great deal of confusion can be avoided in the minds of the public by the adoption of some such slogan as the one used in the Columbus War Chest Campaign, of "One day's Pay Out of 31," or the slogan used during the Rochester War Chest Campaign of "One Hour's Pay Per Week." This keeps the weekly or the monthly pay day idea uppermost in the public mind. They come to think of their contributions to the War Chest not as a lump sum which they are willing to pay or obligate themselves for a year, but as a weekly or monthly obligation. This is a very important point in the campaign psychology.

The pledge card (Fig. 8) is so printed that there cannot arise in the mind of the subscriber any doubt as to whether the amount he is pledging is per week, per month or per year. It is also printed so that no misinterpretation of the amount pledged can be possible. This is done by the use of two separate squares in the amount location, one for dollars and one for cents.

The form of pledge card will have to vary for the different groups of people in the community. The *large individual* subscribers, or the great mass of the people, should all be required to *pledge and pay* monthly.

Wage earners in the factories and industrial plant should be asked to subscribe weekly. Public utility employees, those working for street car companies, telephone companies, and other like organizations, receive their pay semi-monthly, and will be able to pay monthly. Clerks in retail stores are generally paid weekly and will prefer to pledge and pay in this manner.

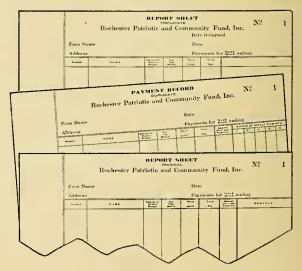


Fig. 10. Factory Report forms in triplicate. Actual size 8½" wide x 13" long. See text.



## How to Handle Weekly Pledges from Factory Groups

An important part of the plan is a well-organized factory or industrial group. Every factory in town must be properly organized to handle the subscriptions of its employees. This pledge card is slightly varied (see top, right card, Fig. 8) to show the weekly amount pledged and the authorization to the employer to deduct the amount from the weekly salary.

Each factory must keep the accounts of its own employees, make the deductions weekly from the pay-roll, and remit the amount in one sum monthly to the War Chest office.

A set of special factory report forms in original, duplicate and triplicate, 81/2" wide by 13" long, should be furnished by the War Chest Committee to every industrial plant in town whose employees are contributing to the War Chest Fund. (See Fig. 10.) As soon as the pledge cards have been turned in by the team divisions they should be arranged first by industrial plants, so that all the cards which have been signed up in a certain tactory, for instance, can be quickly got together. These pledge cards will be turned over to the factory with a set of the three forms referred to, and it will be necessary for them to list all these pledge cards on these sheets. When the listing is completed the original sheet with the entire lot of pledge cards is sent back to the War Chest office. The duplicate copy of the sheet is retained by the factory until the end of the month, when a check, made out for a single sum of money, is sent to the War Chest Committee. The third or triplicate copy is retained by the factory committee as their record.

The next month another set of three forms will be sent to the factory to be handled in the same way.

All other institutions, public utilities, retail stores, etc., will handle their employees' subscriptions in the same manner, remitting monthly by single check to the War Chest office.

Part of the plan for handling the War Chest contributions with the industrial group or factory committees will be a method of taking care of new employees and getting their subscriptions into the War Chest. It has been found that when a certain establishment, store or factory, goes into the War Chest 100%—i. e., every employee contributing—the employees of that plant have a certain pride in keeping this 100%. Consequently they desire that every new employee should become a subscriber to the

War Chest if he is not already one at the time of entering the employ.

For this purpose another form of card is necessary, with the center line reading "I promise to pay the sum of \$..... per week until ....." The regular form of pledge card reads that payment will be made per week from the commencing date of the campaign. This card should bear the ending date—one year from the commencing date.

## Avoidance of Both Oversights and Duplications

No matter how carefully a prospect list is compiled there will always be a very large number of people in the community whose names are not included in the list. To catch these unlisted ones,

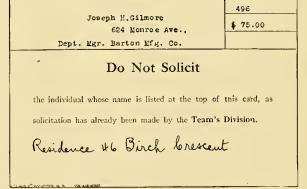


Fig. 11. "Do Not Solicit" card. It prevents duplication of effort on the part of employee committees and house-to-house canvassers.

every city that has so far conducted a War Chest Campaign has found it advisable to organize a special corps of workers. In Rochester they are designated as the War Service Corps, whose business it is to hold themselves in reserve until the first solicitations have been made by the individual subscriber's teams, the industrial groups, and others. Every time a subscription is received a "Do Not Solicit" card is made out and sent to the War Service Corps (Fig. 11).

When this card is received by the house-to-house solicitors they cancel this name from their list. This tends to reduce in very large degree the repeated solicitation of prospects.

### Use a "Refusal Card" When Necessary

A valuable feature of every War Chest Campaign is a "Refusal Card" (Fig. 12).

In some campaigns the Refusal Card is printed on yellow card stock and the list of those who refuse to contribute is termed "The Yellow List." This feature is of immense value in the preliminary pub-



licity. One or two stories appearing in the newspapers about the "Yellow List" is sufficient to bring a great many slackers into line, and to make the work of the house-to-house solicitors proportionately easy. Every solicitor or team worker should carry a small supply of these cards with him. When the

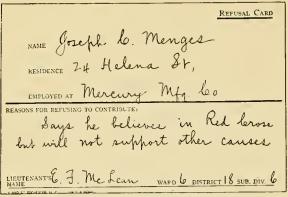


Fig. 12. Refusal Card.

prospect refuses to contribute the card should be presented and filled out as shown in the illustration. At the conclusion of the campaign the War Chest Committee can use its own judgment about publishing the list of these names.

## Handling the Committees—Publication of Pledges

A very important part of the War Chest Campaign is the proper machinery for the noon-day meetings and the reporting of amounts collected. Organization of the groups of workers under captains and managers insures a proper segregation into units small enough for easy manipulation. A gigantic score board with proper divisions for the different groups, listing the subscribers in the newspapers in alphabetical order or by amount of pledge, will keep the public properly informed of the progress of the campaign.

The plan adopted by practically every city which has a War Chest is that of publishing lists of all subscribers in the newspapers from day to day. This enlivens public interest, gives credit to the generous and shows up those who are not giving according to their means.

In Albany the plan was followed of publishing the names according to the yearly amount of the gift. In Rochester the names were published in strict alphabetical order regardless of the amount of subscription. In the larger cities it is advisable to publish only the names of givers above a certain amount, as there would otherwise be too many names to carry.

## The Pledge Ledger Accounts—and How to Handle Cash Payments

As soon as the pledge cards have been signed and bulletined, they should be turned into the War Chest office and filed in one straight alphabetical list by name of subscriber. The preliminary work done in typewriting these cards now bears abundant fruit, for the work of the compilers is infinitely more rapid and accurate than it could have been otherwise.

As the pledge cards come in, corresponding ledger cards should be made out, typewriting the name and address and the amount pledged at the top of the card as shown in Fig. 13.

The ledger card should be 6x4 size, and in large communities the posting can be best done by a book-keeping machine. There will be but one debit entry, the total amount pledged for the year. The card should provide spaces for 12 credit entries, and the cards should be indexed in straight alphabetical order.

In medium sized and large communities the use of a cash register is advisable because it automatically provides a receipt. This is a great time-saving feature. When the first monthly payment is due, the War Chest office (the cashier's department) will be flooded with subscribers desirous of paying their pledges. A cash register (especially designed for the purpose by the National Cash Register Co., of Dayton, O., and furnished to a great many cities,—see Fig. 4, page 5), will enable the cashier to take in

Joseph H. Gilmore,									
	624 Monroe Ave.,								
		Dept. Mgr.	Barton	Mfg. Co.					
DATE	FOLIO	DESIT	DATE	FOLIG	CREDIT				
June 1	64	\$120.00	July		\$10.00				
			Aug	1 241	10.00				
			Sept	1 390	10.00				
TY AND T. SEASON TO	# T WA	41392							

Fig. 13. Ledger card of pledges and payments. Filed with alphabetical index.

the payments with great speed. Every time the amount is rung up a receipt in the form of a ticket about 3" square (Fig. 14) is printed by the register and may be handed to the subscriber. If necessary, the cashier can write the subscriber's name on the ticket, which then constitutes a complete receipt.



The room in front of the cashier's window should be provided with one or two standing counters upon which deposit slips should be placed.

As the subscriber enters the room he is directed to one of these standing counters and requested to fill out one of these slips for the amount of his

THIS IS YO	OUR RECEIPT
D - 06.00 Trans. Amount	37 182 JUN.12 -18 Trans. No. Date
	AID WAR CHEST
	Pett. I man.

Fig. 14. Receipt Form for cash payments.

monthly payment. This is then presented at the cashier's window with the cash or check. The amount of time required to accept this money, verify the amount, ring it up on the register, and hand the man his receipt is so short that many people can be taken care of in a surprisingly short time.

	Payment Slip
	Date
Name .	
Address	

Fig. 15. Deposit Slip. This is filled out when cash payments are made.

## Collecting Pledges Without the Cost of Monthly Statements

Because of the very large number of names comprising the subscribers to the War Chest, it is advisable to avoid the expense of sending out monthly statements. The publicity should dwell upon the necessity of the individual subscriber's making his monthly payments without being reminded each time by a statement.

The most ingenious and effective plan for this is a calendar (Fig. 16) having one coupon for each

Name —  Address —  SEPT. 1				
No me — Address — Amoust 5 — Service and amoust before and amoust before and amoust before and maintiful from the common profile and the	Na me Address Amount \$  Amount \$  Amount \$  With least perpoint to Entwertor Protected and Community Fluid, for, with cash perferred, present that entwent to enabler.			Address  Amount \$
NOV   1   Insert name, address and amount property to the Community Finds, for the Community F	Address	o airk	The state of the s	Address Amount \$
Amount 3    1   2   3   1   1   12   13   14   15	NOV. 1	The state   The	1   1   2   3   4   5   6   7   8   9   10   11   12   3   4   5   6   7   8   9   10   11   12   13   11   15   16   17   18   19   20   21   22   23   24   25   26   27   28   29   30   31	DEC. 1 Inert same, address and amount below and mall she coupon, with your payment, is Roderier Patriotic and Community Fund, Inc., Name
Name	Amount S.  Make there's payable to Rechester Patriotic and Community Fund, Lot.  With each payment, present this coupon to cambler	1 2 3 4 5 7 7 8 9 10 11 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 24 25 26 27 28 29 20 20 20 20 20 20 20 20 20 20 20 20 20	6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 29 20 21 20 21 20 20 21 20 20 20 20 20 20 20 20 20 20 20 20 20	Hotel as marble for furthers' retricted and Community Facel, See, this that an appropriate results'.  FEB. 1 Insert name, addless and amount below and mail this coupon, with below and mail the coupon, with 170-181. See Justice of the propriate of the Cherriery Parille See, 270-81 St. Paul Street, Rochester, N. Y.
Neme 26 27 28 29 30 31 23 24 25 26 27 28 Name	Name Address Amount \$  Amount \$  With the sharks a sandale to Ritenhanter Practicals and Condensatily Fund, for the shark and particular, personal this recipion to enabler,	10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	15 16 17 18 19 20 21 22 22 23 30 31 24 25 26 27 28 29 30 31 25 26 27 28 29 30 31 25 26 27 28 25 26 27 28 25 26 27 28 25 26 27 28 27 28 26 27 28 27 28 26 27 28	Address  Amount 3.  State of the Restance Paristic and Commodity Field, for this search, present tole respect to each for
Address	Address Amount 5	12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 25 25 26 27 28 29 30 31 25 25 25 25 25 25 25 25 25 25 25 25 25	9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 2 1915 APRIL 1915 ARIL 1915 1915 APRIL 1915 ARIL 1915 1915 APRIL 1915 1915 APRIL 1915 1915 APRIL 1915 1915 APRIL 1915 1915 APRIL 1915 1915 APRIL 1915	Na me
MAY 1	79-81 St. Paul Sneer, Rochester, N. Y.  Name	1918 MAY 1919	1919 JUNE 1919	Address

Fig. 16. Collection Calendar. Coupons are clipped as each payment is made. Patented and copyrighted (to prevent misuse of the idea) but furnished without profit by Yawman and Erbe Mfg. Co.



month. One calendar is given without charge to each subscriber. Every month when the subscriber pays his pledge he clips off the coupon for that month. So long as a pledge remains unpaid, this calendar reminds him of it; and it might be mentioned that people entering his office and seeing the calendar on the wall will be made aware of his delinquency by the unclipped and overdue coupons. Thus strong and timely moral pressure is brought to bear upon each subscriber who is honest with himself, to pay promptly and without the necessity of a statement from the War Chest Office.

As these calendars are printed in great quantities, from plates already made up, the cost per calendar is very low; and as a matter of service we furnish them at less even than actual cost to us. Thus the pledge-collection expense of the War Chest is reduced to practically nothing. To prevent commercial exploitation we have patented and copyrighted the collection calendar for the benefit of War Chest committees and other similar organizations. The months and coupon dates can be changed for each printing. On the reverse side is imprinted the War Chest Committee's office address and any special instructions that seem necessary about the desirability of prompt and unsolicited remittance of pledges, etc.

#### "War Chest Day" to Help Collections

A valuable publicity feature is War Chest Day, once a month. Some cities have adopted this plan. It consists in designating a certain day like the first, fifth or tenth of the month as War Chest Day, and asking the newspapers to publish notices to the public that their monthly subscriptions are due on this day and should be paid promptly. Ministers in all churches are asked to make mention of the fact, notices are run in the moving picture theatres, the front ends of street cars are placarded, and one or two posters are displayed in the most prominent portions of the city.

## The Amount of Equipment Needed Depends upon the Number of Pledges Expected

The room in which the typists and clerks are employed should be carefully laid out with plenty of room for typewriter tables, work tables, and shelves for the storage of stationery.

The nature of the lists handled, both prospects and ledger cards, is such that the card file should be protected from possible loss by fire. Record Safes are best for this purpose. The interior of each safe can be equipped with file drawers for 6x4 or 5x3 cards, and each safe has a capacity of approximately 75,000 cards in 5x3 size, or approximately 40,000 cards in 6x4 size.



"Y and E" Record Safes in the War Chest Offices.

In requisitioning equipment, cards and other supplies, a safe guide for quantity is the number of pledges which will be taken. Conditions in different cities vary, but in general the number of pledges possible in any city is about one-third of the population. In the smaller towns the proportion would be higher.

At the beginning of the campaign the advertised quota, both for number of pledges wanted and amount of money, will be prominently featured in the advertising. This is the goal, and in the case of nearly every city which has had a War Chest the quota both for number of pledges and amount of money has been over-subscribed. Just as soon as the number of pledges wanted has been decided upon, orders may be placed for prospect cards, subscription cards, ledger cards and filing equipment.

## For a Campaign Involving Less than 5000 Pledges

A large number of very small towns have conducted War Chest Campaigns which involve 5,000 pledges or less. A convenient system for small communities is not to use a safe, but only a No. 7022 Efficiency Desk as illustrated in Fig. 17.

This desk is equipped with three card drawers, each one of which contains 4 compartments for 6x4 cards, a total of 12 compartments in the three drawers, with a maximum capacity of 10,000.

This desk is used for the filing of the ledger cards, arranged in alphabetical order. The center drawer of the desk is equipped with a special cash drawer as illustrated in Fig. 18.





Fig. 17. The No. 7022 Efficiency Desk.

In such small towns an office force of not more than one or two people can take care of the record-keeping when the campaign is over. The treasurer or cashier can seat himself at his desk, the subscribers presenting themselves one at a time for payment of their pledges. The drawers of the desk are equipped with frictionless suspension slides so that they work easily and enable the operator to locate cards with great rapidity.

For a small War Chest the ledger card shown in Fig. 19 is very convenient. This card is 6" wide and 4" high, provided with a space at the top for the typewritten entry of the name, address, and business connection, and provides spaces in the upper right hand corner for the amount pledged and the method of paying. A duplicate of this card is used for the subscriber's receipt.



Fig. 18. The cash drawer part of the Efficiency Desk.

This card is exactly like the ledger card except in color and bearing the words "This card must be presented with each payment" in the lower right hand corner. When the subscriber makes a payment of his pledge he presents the money with this card to the treasurer. The treasurer locates the corresponding ledger card in the Efficiency Desk, removes it and makes the entry, making the same entry on the subscriber's card. A column is provided on both cards for the initials of the treasurer or cashier receiving the money.

A manila envelope is used by the subscriber in which to keep his duplicate ledger cards.

	CORIE	G AITO	PAINTED FO.	or wan chest	, INC., CORNING, N.Y.  AMOUNT PLEDGED
					PAYMENTS
DATE	AMOUN	т	DATE	AMOUNT	REMARKS
				-	
		- -			
		-			-
				<u> </u>	"Y AND E ROCHESTER H 7 II

Fig. 19. Ledger Card for small number of pledges. Color buff.

#### For Campaign of 5000 to 15000

In War Chest campaigns of from 5,000 to 15,000 pledges, but one Record Safe would be needed. This provides plenty of capacity even were three forms of cards used: prospect, subscription and ledger. The use of a separate prospect card, however, is such a waste of material and time that very few communities have used it.

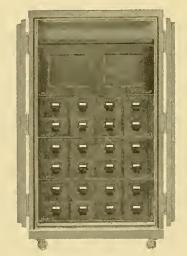


Fig. 20. The "Y and E" Record Safe, equipped with the following sections: 1 No. 12 top, 1 No. 17 cupboard section with shelf, 3 No. 34 sections for subscription and ledger cards.

As a general thing, therefore, there would be only two forms of cards to provide for: subscription and ledger cards. One Record Safe as illustrated (Fig. 20) will answer all requirements.

### 15,000 to 30,000 Pledges

Where the pledges to be taken run from 15,000 to 30,000 two of the Record Safes are required.

One of the safes is used for the filing of subscription cards and the other for the filing of ledger cards. Of course, the arrangement of the safe interior can be changed readily, as all the equipment



is sectional. Steel sections may be had instead of oak or mahogany, but the oak is generally preferred.

#### For Larger Communities

Where the number of subscriptions runs above 30,000, three, four or five of these Record Safes are required, the actual filing capacity needed being determined by the number of pledges expected.

#### Additional Filing Equipment

For the use of the office manager, his secretary and perhaps his first assistant, the "Y and E" Efficiency Desk provides a combination of desk and filing cabinet that is very unusual. It enables the office manager or the head of the department to keep within reach card records and vertical files containing the records of the campaign, all properly arranged and indexed, for instant reference. All file drawers are equipped with frictionless suspension slides. Fifty models of the Efficiency Desk are car-



The office manager may prefer a No. 7040 Efficiency Desk. Filing Section No. S04 is also useful.

ried, including six with disappearing typewriter pedestals; in fact "Y and E" Efficiency Desks with "Y and E" Systems cover every requirement. One of them is illustrated on this page, together with one of our sectional cabinets in oak.

"Y and E" filing sections are made in standard sizes and types for all filing purposes—in both oak, mahogany and steel. We also offer index guides, filing folders, record forms, etc., for every kind of record-keeping. Complete catalogs showing our 4,000 products will gladly be sent upon request. More than that—we have special representatives of

our System Planning Service covering all parts of the country, who will gladly help you in an advisory way, without charge. They have the backing of nearly forty years' experience covering perhaps a million system installations. This experience is so broad and practical that it can undoubtedly be of immense value to you in handling your system or record-keeping problems.

#### War Chest Advertising

Folders explaining the War Chest plan should be sent into every home in the city (Fig. 21.) Poster cards should be placed in all store windows. Billboards and street cars should carry War-Chest copy. The newspapers will find the topic prolific of news items having publicity value. In fact, the strongest assurance of success in a War Chest campaign is the use of newspaper publicity. A few specimens of newspaper advertising copy are shown in Fig 22; but best of all is the daily list donors and pledges: if a man gives too little in proportion to his means, he knows that everybody will know, through the press. And the long list of donors inspires the laboring classes with confidence and with a sense of equal responsibility-means considered —for the success of the work.

News stories on such features as the justice of the plan; the personnel of the teams; statements made by prominent local men favoring the plan; a description of the methods of solicitation; the compilation of the "yellow" list, which is sure to bring a lot of people into the right attitude of mind; the generosity of various local institutions on denoting services, space and money, will make it certain that the public will be ready for the campaign when it begins.



Fig. 21. A War Chest envelope-size leaflet, sent into all homes.

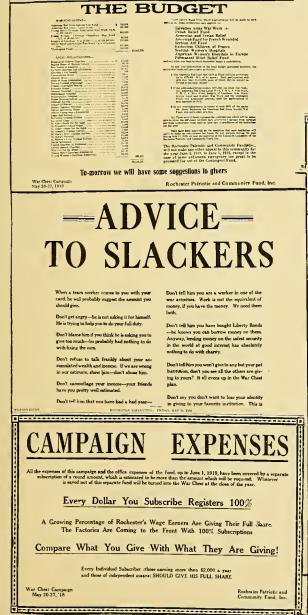


Street demonstrations are of value. A large float bearing a cedar chest of gigantic proportions was sent up and down the main streets of one city, and through the residential districts. In another city a famous Kilties Band was featured in a daily parade, participated in by local fraternal organizations.

Even the motion picture was used in Rochester, a special film being made up and shown in all theatres to show the work of the various charities represented in the War Chest and to visualize how the

War Chest economizes expenses and increases efficiency in handling the funds.

Every War Chest campaign has been generously supported by the public. The War Chest idea has proved to be a help to the community purpose, to the soldiers in France, and to the Government. Assistance in planning the details of any campaignparticularly as applied to the methods of recordkeeping, etc., will gladly be given, without charge, by our System Planning Service. Address the executive offices, Yawman & Erbe Mfg. Co., Rochester, N. Y.



ROCHESTER'S FAIR STANDARD OF GIVING

\$2,000	10	S4.000	21/2% or	550	to et	S100
1,000	i+	6,000	3 % ==	120	. In	180
6,000	to.	7,000	3155 =	310	10	243
7,000	to .	8,000	4.5 =	280	10	320
8,000	10 .	9,000	45% ~	360	. Io .	
9,000	te -	10,000	5 % m	450	10	
10.000	To .	11,000	· 31/2% or	330	. In	605
11,000	\$a	12.000	6 % =	660		720
12,000	3m	13.000	61/2% **	780	, In	845
13,000	To.	14,000	7 % **	910	. In .	980

Do You, as an Individual Subscriber, Measure Up to One Hundred Per Cent?

These Factories Are 100 Per Cent:-

Yawman & Erbe Wright & Peters Co.

Rochester Can Co.

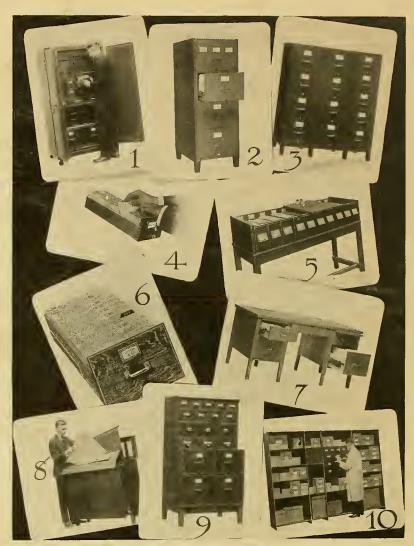
White Binding Co.

THE ROCHESTER IN SUNDAY, MAY 18, 1918.

## W MUC

Rochester Patriotic and Community Fund, Inc.

Fig. 24. Some examples of the newspaper advertisements run during the Rochester campaign. News storics worked up by the Publicity Committee, on which the newspapers were represented, were another factor of interest and influence. Lists of donors and amounts given were published daily, together with incidents of the campaign. The public fairly devoured all the War Chest news.



Some of the 4000 "Y and E" Filing Devices and Office Systems: (1) New Record Safe (three sizes); (2) Oak and Mahogany "Upright" filing cabinet; (3) "Fire-Wall" Steel Cabinets; (4) Card Cabinets and Systems; (5) Ledger Desks for Banks, etc.; (6) Direct Name Vertical Filing System; (7) Efficiency Desk (50 models); (8) Mammoth Vertical File, for blue prints and drawings; (9) Sectional cabinets for filing, storage, etc.; (10) New Steel Shelving for vault, stock-room, etc.

Ask us for further information.

